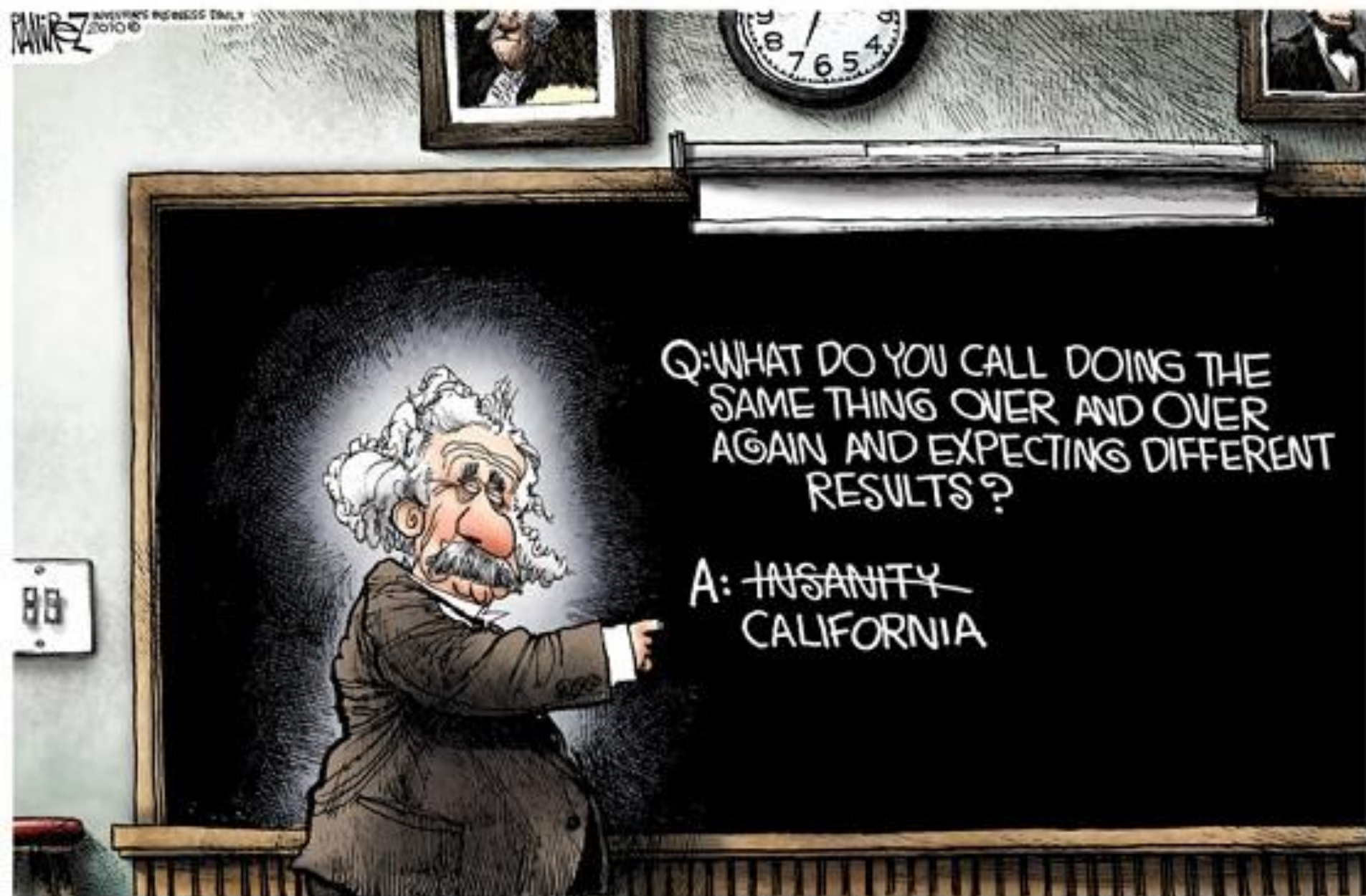




HISTORY: KNOW IT WHEN YOU SEE IT

JIM MAYER
EXECUTIVE DIRECTOR
CALIFORNIA FORWARD
SEPTEMBER 5, 2012



Q: WHAT DO YOU CALL DOING THE
SAME THING OVER AND OVER
AGAIN AND EXPECTING DIFFERENT
RESULTS?

A: ~~INSANITY~~
CALIFORNIA

DEVOLUTION, REVOLUTION, OR EVOLUTION?

ADAPTATION IS HARD

bureaucracies designed for stability
minor “reforms” increase rigidity
pressure builds; change is sudden
no “change management” gene

FORCES OF CHANGE

stagnate productivity
technological advancements
widening income gap
declining/flat revenue
negative feedback cycle

HIGH-LEVEL RESPONSES

uninformed & unsustainable
short-term & short-sighted

HIGH-LEVEL RESPONSES

long-term,
uninformed & unsustainable
opportunistic &
short-term & short-sighted
results in improvement

OPERATIONAL RESPONSES

SHARED services

SHARED governance

**OPERATIONAL
RESPONSES**

SHARED SERVICES

economies
of scale

trade on strengths

bottom-line
efficiencies

ex: Orange County LAFCO

**OPERATIONAL
RESPONSES**

SHARED GOVERNANCE

common goals

integrated
approaches

reduced costs

improved results

“HOW DO WE
GET FROM **HERE**
TO **THERE?**”



MCKINSEY: TRANSFORMATIONAL CHANGE

25 states; four cities, four nations

challenge 1: maintaining focus

challenge 2: developing capacity

Rx: outside pressure & inside help

MCKINSEY'S SEVEN ELEMENTS OF SUCCESSFUL GOVERNMENT PERFORMANCE TRANSFORMATIONS

1

Strong and sustained executive sponsorship and leadership

2

Clearly defined scope and transformation goals

3

Culture of reform and a critical mass of change agents (a "movement")

4

Idea generation mechanism ("innovation engine")

5

Strategic analytical capability to turn ideas into "business cases"

6

Coordinated approach to executive/legislative approval

7

Effective implementation and performance management

CA FWD: **PARTNERSHIP FOR** COMMUNITY EXCELLENCE

webinars with exemplars
microsite for information/idea exchange
best practice from collaborators
catalyst for breakthroughs

FRESNO: STEWARDSHIP INITIATIVE

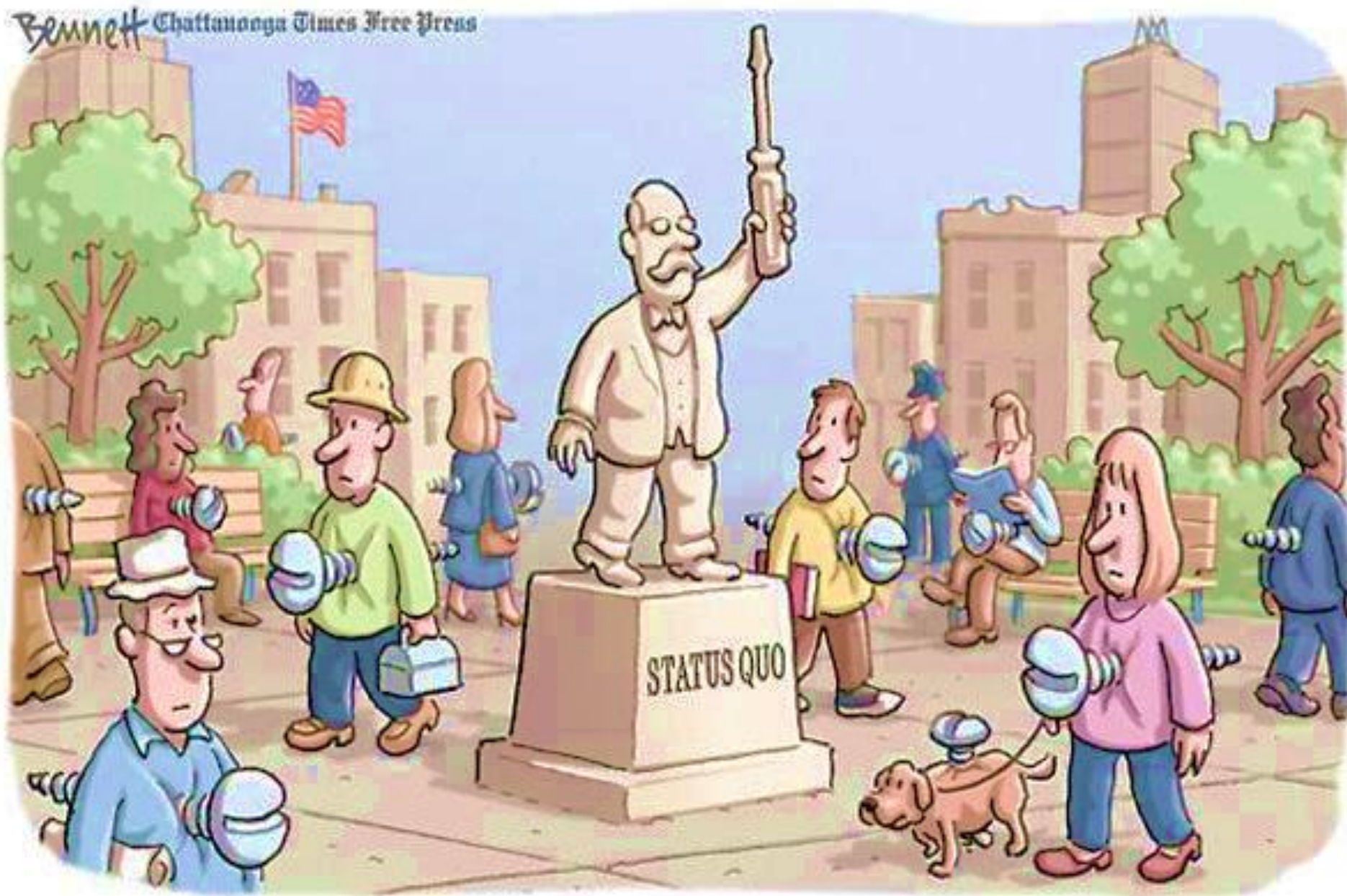
community leadership

foundation support

four-sphere orientation / outcome focus

seeking transformational change

DEVOLUTION, REVOLUTION, OR EVOLUTION?



“history never looks
like history
when you are
living through it.”

JOHN GARDNER